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ABSTRACT

The Affirmative Action Plan of Ohio University is described. Emphasis is placed on policy; purpose; responsibility for implementation; dissemination of policy and communication of related measures; university policy procedures; affirmative employment practices; administrative internship program; educational programs and services; child care programs; facilities; construction, contractors, subcontractors, and purchasers; and specific tasks. Appendices include materials for affirmative action programs implementation. (MJM)

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AFFIRMATIVE ACTION PLAN

Ohio University

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HE 004 352

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OHIO UNIVERSITY
ATHENS, OHIO 45701

OFFICE OF THE PRESIDENT
CUTLER HALL

April 2, 1973

To the University Community:

Ohio University is committed to offering equal employment and educational opportunities and to eliminating discrimination based upon race, creed, color, national origin, age, or sex. Furthermore, the University is in full accord with state and federal efforts to bring about equal opportunities and is determined to uphold related legal requirements.

I charge all members of the University community with upholding and supporting the guidelines set forth in this Affirmative Action Plan, and I pledge my own support and participation.

Claude R. Sowle
President

Ohio University
AFFIRMATIVE ACTION PLAN

I. POLICY

It is the policy of this University that, in education and employment opportunities, there shall be no discrimination against any individual because of race, color, creed, national origin or sex. Also, there shall be no discrimination because of age except in compliance with age requirements of retirement plans or state and federal laws and guidelines.

Furthermore, the University shall conduct a vigorous affirmative action program in order to promote equal employment opportunities and to insure nondiscrimination in all educational programs and activities.

II. PURPOSE

It is the purpose of this Affirmative Action Plan to provide a detailed description of Ohio University's program for upholding its affirmative action policy and achieving more balanced representation of women and members of minority groups in all employment categories and areas of activity. The guidelines set forth in this document apply to all departments and to every person employed by the University. Affirmative action must be taken by all individuals throughout the University. Widespread cooperation is necessary if the institution is to fulfill its equal opportunity commitment and to comply with state and federal legal requirements.

III. RESPONSIBILITY FOR IMPLEMENTATION

A. President

The ultimate responsibility for maintaining an affirmative action program and for all related decisions rests with the President of the University.

B. Assistant to the President for Equal Opportunity Programs

The Assistant to the President for Equal Opportunity Programs shall be charged by the President with the coordination and monitoring of the implementation of the Affirmative Action Plan. The duties of this position shall include but not be limited to the following:

1. Developing and recommending policy statements.
2. Informing departments and members of the University community of their rights and responsibilities under legal guidelines.
3. Assisting the President, Senior Administrators, deans, division heads, and department heads, as well as committees and other appropriate bodies, in the identification of problem areas and the development of solutions to those problems.

4. Preparing affirmative action progress reports at least annually and generally informing the University community of affirmative action developments.
5. Serving as liaison officer between the University administration and other concerned groups, including the Affirmative Action Council.
6. Discharging other related responsibilities assigned by the President.

C. Line Management

Each Senior Administrator, dean, division head, and department head is responsible for maintaining a vigorous affirmative action program, and each is responsible for compliance with the Affirmative Action Plan.

The specific responsibilities of line management shall include but not be limited to the following:

1. Assisting in the identification of problem areas and the establishment of unit employment goals and affirmative action objectives.
2. Collecting and organizing data, including those necessary for auditing patterns of recruitment, employment and promotion.
3. Informing employees of employment opportunities within the institution and reviewing employee qualifications to insure that members of minorities and women are given full opportunities for advancement.
4. Providing encouragement and all possible support to minority organizations, women's organizations, community action groups and community service programs when such organizations are seeking to create a climate in which this Affirmative Action Plan can succeed.
5. Conducting regular discussions with unit heads and other employees to encourage cooperation with affirmative action measures and to insure understanding of the University's affirmative action policy.

D. Personnel Director

The head of each department is responsible for compliance with affirmative action policies including those which apply to classified personnel. However, the Personnel Director has the major responsibility for assuring equal opportunity in employment in the classified personnel sector at Ohio University. The Personnel Director shall formulate, audit and report upon policies regarding classified employees.

E. Affirmative Action Council

On a continuing basis the Council shall consider and make recommendations regarding the University's Affirmative Action Plan. It shall be oriented toward considering patterns of discrimination, general affirmative action measures, and the development of programs and activities which will expand opportunities for minority group members and women within the University. It shall not investigate individual complaints of discrimination.

The Council shall serve as the center of a University communications network regarding affirmative action matters. Individual members shall serve as liaison officers between the Assistant to the President for Equal Opportunity Programs and the administrative divisions or interest groups they represent. Members are charged with distributing and explaining affirmative action information to their constituencies; with monitoring and reporting upon affirmative action measures within those constituencies; and with representing views and concerns of those groups and units in affirmative action deliberations.

Membership of the Council shall be appointed annually by the President and shall include representatives of major student and employee senates and interest groups, as well as representatives, to be selected by the Senior Administrators, of the major administrative units.

F. Anti-Discrimination Committee

The Anti-Discrimination Committee—whose membership, appointed annually by the President upon the recommendation of the Committee on Committees, includes minority and non-minority students, faculty, administrators and classified Civil Service employees—shall consider individual complaints of discrimination. In addition to being able to make use of other grievance procedures, all students and employees of the University have the right to file complaints with the Anti-Discrimination Committee when their grievances are related to alleged discrimination. (The complaint form and procedure are presented in Appendix II.)

The Anti-Discrimination Committee may make inquiries about policies or procedures or about possible areas of discrimination, even where no formal complaint has been filed. Also, it shall aid in developing and publicizing policies and procedures aimed at eliminating discrimination.

IV. DISSEMINATION OF POLICY AND COMMUNICATION OF RELATED MEASURES

The University's affirmative action policy shall be widely disseminated within the University and the surrounding community. The Affirmative Action Plan shall be considered a public document and shall be distributed by the Assistant to the President for Equal Opportunity Programs.

The following measures shall be among those taken to insure broad dissemination of the policy and widespread understanding of the University's commitment to equal opportunities:

A. High priority will be given to discussion of the policy, the Plan, and the related legal guidelines in departmental meetings and management conferences.

B. The policy described in Section I shall be published in the *Campus Communicator,* the graduate and undergraduate bulletins, and other University publications, and copies shall be distributed for posting on bulletin boards.

C. Unions, community organizations, recruitment sources, prospective employees, and local media shall be informed of the policy, and their cooperation in the implementation of the policy shall be encouraged.

D. The Assistant to the President for Equal Opportunity Programs shall publish periodic newsletters and reports about affirmative action progress and developments. These publications shall be distributed to University departments and local news media, and shall be available to members of the University community upon request.

V. UNIVERSITY POLICIES AND PROCEDURES

This document shall be read in conjunction with other Ohio University policies and procedures such as those contained in the "Policy and Procedure" Manual, the "Faculty Handbook," the "Administrator's Handbook," graduate and undergraduate bulletins and handbooks, and the Ohio Civil Service Code.

VI. AFFIRMATIVE EMPLOYMENT PRACTICES

A. Employment Conditions, Terms, Benefits, and Compensation

Employment compensation and benefits shall be granted without regard to race, color, creed, national origin or sex, and there shall be no discrimination in any terms or conditions of employment. Ohio University shall not discriminate on such bases in its work assignments or classifications; nor in the provision of training or use of facilities, or assignment to committees and other bodies. Also, there shall be no discrimination based on age except in compliance with retirement plans, state and federal laws or specifications of state guidelines.

Employees, including those working part-time, shall have the right to know the criteria according to which they are granted compensation.

1. The Personnel Office shall maintain and answer questions regarding written pay rate criteria for classified personnel. Such criteria shall be consistent with the Classification System of the State of Ohio.
2. Actions regarding salaries for contract personnel shall originate at the departmental level. Specific procedures regarding recommendations for the salary status of full-time administrators are described in Section H of the "Administrator's Handbook." Procedures regarding recommendations for faculty salary, tenure and promotion are described in Section II.E. of the "Faculty Handbook," and wage rates for part-time faculty are described in Section II.I. of the "Faculty Handbook." (See Appendix III.)

B. Goals and Timetables

1. At least biennially each department, college, and other major administrative unit shall conduct a personnel inventory to determine the composition of its staff, within each job category, by sex and minority group status.
2. If individual records are used in the inventory, the only statements of racial or ethnic background which may be included on such individual records are those voluntarily supplied by the individuals themselves. Also, such statements of racial or ethnic background shall be used only for affirmative action purposes.
3. On the basis of the inventory, each unit shall determine the areas within its work force in which there are fewer women or members of minorities than reasonably would be expected by their availability in the external work force.
4. Each unit shall then establish a plan for improving the balance of women and minorities within its staff. The plans shall include goals—projected employment levels—particularly for those job areas or categories in which there are few women or members of minorities. In establishing goals, each unit shall consider the external availability of trained and trainable women and members of minorities, as well as its own work force composition, turnover and expansion or contraction.
5. Although goals shall form the major part of each unit's plan, they are not in themselves sufficient. Goals shall be accompanied by the adoption of affirmative procedures for locating potential minority and women employees, and by the elimination of any employment barriers or discriminatory practices against women and members of minority groups.
6. The goals-setting process shall be coordinated by the Assistant to the President for Equal Opportunity Programs. Each Senior Administrator shall be responsible for coordinating the goals process within his or her unit and for providing communication and liaison with the Affirmative Action Council.
7. When each major unit has completed its goals, they shall be reviewed by the Affirmative Action Council and the Senior Administrators and shall be submitted to the President for final approval.
8. Progress toward the goals shall be monitored by all appropriate administrators and by the Affirmative Action Council. (A summary of employment goals for 1973-74 and 1974-75 is included in Appendix VII.)

C. Recruitment and Hiring

1. Nondiscrimination in recruitment shall begin with nondiscrimination in the selection of recruitment sources. For example, those departments which recruit from institutions employing or graduating predominantly white males are expected to also make efforts to reach institutions with a high proportion of minorities and with a high proportion of women among their students or personnel.

2. In units which have few members of minorities or women within certain job categories, employment conditions shall be examined to determine whether the situation results from recruitment methods. Those policies or procedures which are discriminatory shall be eliminated. If present policies do not result in progress toward employment goals for women and members of minorities, they shall be augmented by additional systematic efforts to locate and encourage the candidacy of qualified members of these groups. Such efforts might include advertising in professional journals as well as in publications with predominantly minority or female readership; maintaining and pursuing unsolicited applications or inquiries; contacting women or members of minorities working in professions or research or presently not in the labor force; and conducting recruitment programs particularly aimed at institutions with a high enrollment or work force balance of members of minorities or women.
3. The University shall continue its efforts to encourage both undergraduate and graduate minority student enrollment and to develop new or expanded recruitment sources. Departments are urged to find ways to stimulate minority interest in careers where there is low minority participation; and to encourage the interest of women in what traditionally have been considered "male" career fields, and that of men in what traditionally have been considered "female" fields.
4. Although job-related residency requirements shall be permitted, applicants for employment shall not be discriminated against simply on the basis of Athens residency or prior employment at Ohio University. The intent of this policy is to insure that applicants who are community residents are given fair consideration. It does not mean that they must be hired, nor does it mean that University policies relating to the hiring of our own graduates can be ignored.
5. The University shall encourage innovative recruitment programs, such as exchange programs with the faculties of minority institutions. Furthermore, it shall encourage training and internship programs, particularly those designed to enlarge the number of women or members of minorities in the recruitment pool for job categories in which these groups are underemployed.
6. In the hiring process, decisions about applicants shall be made on the basis of job-related criteria such as ability, experience and qualifications. Departments are not required to hire unqualified applicants in order to comply with the Affirmative Action Plan. However, criteria or standards which have the effect of largely excluding women or minorities must be eliminated, unless a unit can demonstrate that those criteria or standards are absolutely necessary for successful job performance.
7. Applicants shall be considered without regard to their marital status.
8. Each administrative unit shall comply with the following specific requirements:
    a. All advertisements, publications, and written inquiries in matters of recruitment and employment will contain the statement: "An Equal Opportunity Employer."
    b. Department heads shall notify the Personnel Office in writing of any contract position openings in their units. The Personnel Office shall publish, at least bi-weekly and more often if circumstances demand, an information sheet listing all current contract position openings. An employment offer cannot be made until at least one week after a position has been announced in an information sheet, except where written authorization has been granted by the appropriate Senior Administrator. (See Procedure No. 40.120, Appendix IV.)
    c. Departments shall inform applicants of the general nature of the duties, the required qualifications, and the range of compensation for the contract position openings for which they are applying.

d. Department heads shall acknowledge in writing all applications for listed contract position openings.

e. Application forms or interviews shall not require different information from men and from women for the same job.

f. Each administrative unit shall maintain written records of the recruitment and selection process for each position opening. Records for each position shall include information about advertising, recruiting letters or telephone calls or other contacts, applications received, letters of rejection or appointment, and any specific steps to recruit members of minorities and women. Records shall be maintained for a period of at least two years and shall be available upon request to the Assistant to the President for Equal Opportunity Programs, the Affirmative Action Council, or the Anti-Discrimination Committee. (A suggested record form is attached in Appendix V. Simplified records might be used for emergency appointments.)

D. Promotions

Promotions shall be made on the basis of job-related criteria, e.g., training, ability, experience, performance, and, in the case of classified employees, seniority.

E. Demotions, Layoffs and Terminations

Demotions, layoffs, and terminations shall be made on a nondiscriminatory basis and all employees shall be informed of related policies or practices.

F. Labor Relations

Agreements between Ohio University and its recognized employee organizations should contain a provision that within such organizations there shall be no discrimination, restraint or coercion against any employees because of race, color, creed, national origin, sex or age.

G. Pregnancy and Child Care Leaves

In compliance with federal law, all University physical disability plans, including those for paid sick leave and insurance, shall apply to cases of disability caused or contributed to by pregnancy, miscarriage, abortion, childbirth, and recovery therefrom on the same basis as they apply to any other temporary physical disabilities.

Not only shall physical disability related to pregnancy and childbirth entitle employees to paid sick leave under University paid sick leave plans, but also pregnancy shall be considered a cause for extended leave of absence without pay under any leave of absence plan.

Under any leave of absence plan which permits leave for personal reasons, child care shall be considered grounds for such leave and shall be available to men and women on an equal basis, subject to the usual approval.

H. Part-time Employment

Part-time employees, like full-time employees, shall be hired, paid, assigned duties and terminated according to job-related criteria, e.g., ability, experience, qualifications, job performance, and, in the case of classified employees, seniority.

I. Employment of Members of the Same Family

An individual employee or prospective employee shall not be discriminated against because a member of his or her family is also employed by the institution. Ohio University is not opposed to the employment of more than one member of the same immediate family.

"Family" here is to be understood to include husband-wife, parent-child, and sibling relationships, even if the persons involved do not live in the same household.

Each appointment is made on its own merits, whether both members are in the same department or not. Promotions and raises should not be prejudiced, favorably

or unfavorably, by the employment status of the other member of the family or by his or her activities, rank or position. In the case of faculty, tenure is to be awarded to each person under exactly the conditions which apply to other faculty members.

An employee shall neither initiate nor participate in departmental decisions concerning another member of his or her family with regard to initial appointment, retention, salary, tenure and promotion.

Only under the most unusual circumstances should a person exercise significant supervision with respect to another member of his or her family. Thus, for example, he or she should not schedule work assignments, nor participate in decisions regarding leave of absence for the other person. He or she, further, should not be involved in grievance or hearing procedures at any level regarding the other family member.

VII. ADMINISTRATIVE INTERNSHIP PROGRAM

As long as there continues to be a low number of women and minority group members employed in management positions, the University shall continue its efforts to support the Administrative Internship Program to the extent that funding can be made available.

The program was designed to immediately include more women and minority group members in the University administration and to encourage increased long-term employment of these groups. Other goals of the program shall continue to be: to promote a greater voice for women and minority group members within the administration, to provide role models for women and minority students, and to exemplify the University's commitment to the greater inclusion of these groups in all decision-making processes.

VIII. EDUCATIONAL PROGRAMS AND SERVICES

A. Programs and Services

No student shall be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination in any educational program of Ohio University on the basis of race, color, creed, national origin, age or sex.

It is the policy of the University to encourage programs which focus on the needs and cultures of members of minority groups. The institution is committed to providing education to all of its students—women and men, black and white, and members of minority groups—without discrimination.

B. Enrollment Information

So that the University can monitor its own equal opportunity efforts, it shall routinely gather, as part of its student data base, information about the numbers of men and women and of minority group members enrolled as students.

C. Admissions and Recruitment

Qualifications for graduate and undergraduate admissions shall be defined and administered without regard to race, color, creed, national origin, age or sex. Although recruitment efforts generally shall be made on a nondiscriminatory basis, in order to ameliorate the effects of historical discrimination, special efforts to recruit or to maintain the enrollment of women or members of minority groups in academic areas where there presently is low female or minority enrollment shall be encouraged.

D. Financial Aid

All grants, loans, scholarships, fellowships and other forms of financial aid shall be awarded without discrimination on the basis of race, creed, color, national origin,

sex or age.* Information about all financial aid programs shall be published and shall be disseminated without discrimination.

E. University Rules, Regulations and Behavior Codes

University rules, regulations, and codes of behavior shall apply to all students without discrimination on the basis of race, creed, color, national origin or sex. There shall be no discrimination on the basis of age except in compliance with state and federal laws and guidelines.

F. Placement Services

All placement, internship, work-study and other programs which provide for the placement or employment of students or alumni shall be operated to encourage equal employment opportunities. Such programs shall not assist or maintain working relationships with discriminatory employers.

All placement or internship programs shall require the organizations they assist to agree in writing to comply with the nondiscrimination provisions of Title VI of the Civil Rights Act of 1964 and Title IX of the Higher Education Act of 1972.

All new brochures or other written descriptions of these services shall explicitly state that Ohio University has working relationships only with equal opportunity employers.

G. Center for Afro-American Studies

The Center for Afro-American Studies shall recruit, encourage, counsel and provide educational opportunities for Black students. The Center also shall be committed to the provision of educational activities to all Ohio University students.

IX. CHILD CARE PROGRAMS

High quality nursery-child care for children of members of the broadly defined University community shall continue to be a goal of Ohio University.

X. FACILITIES

There shall be no discrimination in the provision of facilities. The only exception shall be in the case of those very few facilities for which the traditional right of privacy dictates usage segregated by sex. In such cases, separate facilities shall be made equally accessible to men and to women.

XI. CONSTRUCTION, CONTRACTORS, SUB-CONTRACTORS AND PURCHASERS

No contract, sub-contract or order shall be awarded to a firm found to be in violation of state or federal nondiscrimination requirements.

A. Construction

Federal and state regulations, as well as regulations of the Ohio Department of Public Works, require that contractors doing business with Ohio University show by written commitment and by regular reports that they are equal opportunity employers. The University shall require that those seeking to do business comply with these equal opportunity regulations and that equal opportunity clauses be included in each contract document.

*Where, by federal or state action, United States citizenship is a requirement for financial aid programs, United States citizens shall be eligible without regard to race, color, creed, national origin, sex or age.

B. Sub-contractors and Purchases

All sub-contractors on University contracts and all suppliers of goods and services shall be notified that the University is an equal opportunity employer. All formal bid solicitations shall include an equal employment opportunity clause. All purchase orders shall include this statement: "By acceptance of this contract, the supplier represents that it will comply with the Equal Employment Opportunity laws and regulations as amended from time to time."

XII. SPECIFIC TASKS

A successful affirmative action plan must not only include general policies and procedures such as those in this document, but it also must contain detailed plans for specific measures to overcome problems or deficiencies. To be effective, these detailed plans should clearly define necessary tasks and should identify the persons responsible for their completion.

The Ohio University Affirmative Action Plan shall consist of not only the guidelines presented here, but also shall include a series of specific affirmative action tasks. The tasks shall be assigned on a continuing basis to Ohio University personnel or official bodies and shall be designed to overcome existing institutional deficiencies.

An example of a specific task might be the development of a training program. Another could be the recruitment of women applicants by a certain committee in a department which has had a previous record of no female applicants. A revision in a unit's employment goals might also be assigned as a specific affirmative action task.

A. Task Descriptions

The actions or activities required for completion of the specific tasks shall be described according to the format presented on the Specific Task Form (See Appendix I.) Each description shall include this information:

1. Subject or brief title of the task.
2. Its specific goal or purpose.
3. A brief description of the action to be taken.
4. The names or titles of persons charged with actually completing the task.
5. A timetable explaining when the task, or portions of it, are scheduled for completion.
6. A description of the factors or situation indicating a need for the action.
7. References, including the titles of applicable laws or guidelines.

B. Task Development

Specific tasks may be assigned by the President or may be developed by an appropriate department head or Senior Administrator in consultation with the Assistant to the President for Equal Opportunity Programs. Groups such as departmental and college affirmative action committees are encouraged to offer suggestions in the form of specific tasks. When a specific task has been prepared according to the designated format and has been granted approval by the President, it shall become part of the Ohio University Affirmative Action Plan and shall be published as such by the Assistant to the President for Equal Opportunity Programs.

C. Departmental Plans

Responsibility for completing specific tasks shall rest with the heads of the units to which tasks are assigned. As a general rule, departments shall provide any necessary resources and shall pursue the steps required.

The Assistant to the President for Equal Opportunity Programs shall be kept informed of progress toward task completion and, if necessary, shall offer suggestions for change.

APPENDICES

I Specific Task Form

II Anti-Discrimination Committee Complaint Form

III Recommendations Regarding Salary Status

- A. "Administrator's Handbook" Section H. Recommendation for Salary Status and Contract Renewal
- B. "Faculty Handbook" Section II.E.: Recommendations for Salary Increases, Advancements in Rank, and Tenure
- C. "Faculty Handbook" Section II.I.: Wage Rate for Part-Time Faculty

IV Procedure No. 40.120: Central Agency for Assistance in Recruitment of Contract Personnel

V Recruitment Report Form

VI Procedure No. 40.003: Equal Employment Opportunity

VII Summary of Employment Goals (1973-74 and 1974-75)

VIII Space for Plan Revisions

APPENDIX I

OHIO UNIVERSITY AFFIRMATIVE ACTION PLAN

SPECIFIC TASK NO._____	DATE ISSUED:	ISSUED BY:
	DATE APPROVED:	APPROVED BY:

SUBJECT:

GOAL:

ACTION TO BE TAKEN:

PERSON(S) TO TAKE ACTION:

TIMETABLE:

INDICATORS OF NEED:

REFERENCES:

APPENDIX II

OHIO UNIVERSITY
ANTI-DISCRIMINATION COMMITTEE

Procedure for filing and processing a grievance

1. The forms for filing a grievance can be obtained in the following locations:

   Office of the President, Cutler Hall
   Information Desk, Baker Center
   Office of the Ombudsman, 48 University Terrace
   Black Studies Office, Lindley Hall
   Office of the International Students Adviser, Burson House
   Personnel Office, Lindley Hall
   Library Personnel Office
   Offices of the Campus Director or Student Personnel Director at each branch campus
   Office of the Chairman of the committee, George Weckman, Gordy Hall

2. When the form is completed it may be delivered to the Chairman or to the office of the president of the university.

3. The Anti-Discrimination Committee will notify the person or persons against whom a grievance has been filed.

4. An investigative sub-committee of not less than two persons will be appointed to hear both sides of the allegations and recommend to the Chairman whether a hearing before the full Committee is required. If a hearing is needed, a hearing date will then be scheduled by the Chairman.

5. The scheduled hearing of the grievance will be held before the whole Committee at the time and date scheduled and will be open to the public unless otherwise decided by the Committee.

6. The full Committee will hear and review all aspects of the grievance. A decision may be reached immediately or it may be postponed until the Committee has reached a consensus among its members.

7. As a result of the hearing, the Anti-Discrimination Committee will present its ruling in writing to the parties involved. It may also make recommendations to various areas of the university for the elimination of the problem.

OHIO UNIVERSITY
ANTI-DISCRIMINATION COMMITTEE

COMPLAINT OF DISCRIMINATORY PRACTICE IN
UNIVERSITY AFFAIRS

Complaint No. _____

Date Filed: _____

So the Committee may quickly handle your complaint, please supply the following requested information:

1. Your name, home address, and telephone number:

_____

_____

_____

2. Your university address and telephone number:

_____

_____

_____

3. The name, address and title, if known, of each person or other entity you charge with discriminatory procedures in the university community.

a. _____

b. _____

c. _____

4. As to each of the persons above, state the date of the alleged discriminatory practice and where it occurred.

a. _____

b. _____

c. _____

5. List the name, address, and telephone number, if known, of each person who saw or heard what happened.

   a. _____

   b. _____

   c. _____

6. Briefly describe what happened in order of occurrence, noting particularly who said what to whom and what discriminatory practices do you charge. (If more space is needed, continue on back of this page.)

VERIFICATION

_____ states that he/she has read the foregoing
Complainant
complaint, is familiar with its contents, and the statements therein are true.

_____
Complainant

Please submit this completed form to:

Dr. George Weckman
Anti-Discrimination Committee
Philosophy Department
Gordy Hall
or
The Office of the President
Cutler Hall

appeal procedures outlined above in stages (1), (2), or (3) and if, during such period, a final decision not to uphold the termination is made by the appropriate senior administrator or, following a hearing, by the President, the grievant shall be reinstated in his position and compensated for all salary and fringe benefits lost during the appeal procedures.

H. RECOMMENDATION FOR SALARY STATUS AND CONTRACT RENEWAL

It is the intent of these paragraphs to express the principle that action regarding salary status and contract renewal should originate at the departmental level, with systematic evaluation of each administrator by the department head.

1. Prior to February 15 each year, the immediate supervisor shall review the performance records of all administrators on his staff, shall invite each administrator to an appraisal/apprisal interview, and shall submit his recommendations regarding salary status and contract renewal by March 1 in writing to the supervisor's immediate superior, with a copy to the employee.

2. Contracts for the ensuing fiscal year, specifying both position and title, for administrators whose contracts are to be renewed, shall be sent to such persons by March 15 of the current contract fiscal year or within 15 days following final action by the Board of Trustees on the University's budget for the ensuing fiscal year, whichever is later.

3. Whenever a new contract is prepared for an administrator due to a change in his responsibilities, a written statement indicating the general nature of his new duties shall be appended to and become a part of the new contract.

I. CONTRACT ACCEPTANCE OR RESIGNATION

1. Contracts should be formally accepted or declined within thirty days of the date of mailing of the contract. Contracts which have not been accepted or formally declined within thirty days shall be declared null and void.

2. Contract personnel should give thirty days advance written notice of resignation.

III. B. "Faculty Handbook" Section II E: Recommendations for Salary Increases, Advancement in Rank, and Tenure.

1. Each year, departmental chairman shall evaluate all members of their faculties with regard to reappointment, salary, tenure and promotion. The chairman shall employ an advisory committee from his department in the evaluation process. Annually, the evaluation process must result in departmental recommendation with respect to salary increases for all faculty and with respect to the reappointment of all probationary faculty. If the evaluation process results in a decision to consider actively a promotion for the coming year or to consider actively the award of tenure, a departmental recommendation must then be forthcoming on the question. Otherwise, no formal action is required. The faculty member should be notified by the chairman of his department's advisory committee that a recommendation is to be made regarding his promotion, the renewal of his appointment or the granting of tenure, and should be afforded an opportunity to submit material in writing which he believes to be relevant to that decision.

2. The chairman shall submit his recommendations and those of the department's advisory committee in writing to the dean of his college. Recommendations shall be supported with all pertinent documentation. The dean shall then confer with each chairman to discuss his recommendation.

3. Recommendations by the deans to the Vice President and Dean of Faculties shall be in writing, accompanied by the statements and documentation provided by department chairmen.

4. It is the intent of these paragraphs to express the principles that action regarding salary, tenure, and promotion should originate at the departmental level, with systematic evaluation of each faculty member by the chairman with the advice of a committee from his department, and that recommendations from the department to the dean, from the dean to the Vice President and Dean of Faculties, and from him to the President, shall be transmitted in written form, accompanied by all relevant statements and documents.

5. If the chairman decides to recommend advancement in rank for a faculty member, the faculty member concerned shall be so informed in writing not later than December 15.

6. If a departmental recommendation for advancement in rank is not accepted and implemented by the dean, the Vice President and Dean of Faculties, and the President, the dean shall inform the chairman in writing no later than February 1 why the recommendation has not been accepted; the chairman shall transmit this information immediately, in the form of a written statement, to the faculty member concerned.

7. Contracts specifying both rank and salary shall be sent to all faculty members by March 15. Prior to this, and no later than February 1, each faculty member will receive from his chairman a written statement indicating the percentage salary increase recommended for him by the department.

8. If a faculty member or department promotion and tenure committee feels that cause exists for grievance in matters relating to promotion and tenure recommendations or the implementation of such recommendations, after seeking recourse through the department chairman, the dean of the college, and the Vice President and Dean of Faculties, he or the department promotion and tenure committee may, through the Chairman of the Faculty Senate, petition the Standing Committee on Promotion and Tenure for review of the case.

III. C. "Faculty Handbook" Section II. I: Wage Rate for Part-time Faculty

No part-time faculty member shall be paid less than the minimum wage rate established by the University for comparable work loads throughout all Colleges of the University. This wage rate will be determined annually by the colleges in consultation with the Vice President and Dean of Faculties.

OHIO UNIVERSITY POLICY & PROCEDURE — APPENDIX IV

SUBJECT	PROCEDURE NO.	PAGE NO
CENTRAL AGENCY FOR ASSISTANCE IN RECRUITMENT OF CONTRACT PERSONNEL	40.120	1 of 2
	DATE ISSUED: 8-4-72	DATE EFFECTIVE: 8-4-72
	ISSUED BY: W.C. Culp	APPROVED BY: C.R. Sowle

Purposes: To provide a central agency for the receipt and communication of information concerning contract position openings on all campuses of the University.

Definition: Contract positions are all faculty and administrative staff positions under presidential contract.

Policy: It is the policy of the University to stimulate more aggressive recruitment in the community, as well as within the University, in regard to the filling of contract positions.

The final selection of contract personnel is the responsibility of the head of the department in which the position opening exists. The department head shall, however, follow the procedures outlined below in recruiting qualified applicants for available contract positions.

Procedure: The University Personnel Office will serve as the central agency for the implementation of this policy.

When a contract position becomes open, the head of the department where the opening exists shall notify the Personnel Office in writing. This notification will include the following information about the position:

1) Title,

2) When available,

3) Salary range,

4) Minimum qualifications required,

5) Brief description of responsibilities, and

6) Name and title of person in department who will conduct screening interviews.

The Personnel Office will prepare, at least bi-weekly and more often if the circumstances demand, an information sheet listing contract position openings. Each information sheet will be distributed as follows:

1) To senior administrators, deans, department heads, and regional campus directors,

2) To the Placement & Internship Office,

3) To the disignated University bulletin boards,

4) To the local office of the Ohio Employment Service,

SUBJECT	PROCEDURE NO.	PAGE NO.
CENTRAL AGENCY FOR ASSISTANCE IN RECRUITMENT OF CONTRACT PERSONNEL	40.120	2 of 2
	DATE ISSUED: 8-4-72	DATE EFFECTIVE: 8-4-72
	ISSUED BY: W.C. Culp	APPROVED BY: C.R. Sowle

5) To WOUB and WATH for broadcast, and

6) To The Post, the Messenger, and any other appropriate newspapers or magazines for publication.

Following the date of the publication and distribution of the information sheet, an employment offer cannot be made for a period of at least one (1) week, except where written authorization to waive this requirement has been granted by the appropriate Senior Administrator.

The head of the department where the listed opening exists is responsible for notifying the Personnel Office immediately when the position is filled.

The office first contacted by an applicant will respond to the applicant and will acknowledge receipt of the application. Applications sent directly to the Personnel Office by the applicant will be acknowledged by the Personnel Office and then forwarded to the appropriate office.

APPENDIX V

OHIO UNIVERSITY AFFIRMATIVE ACTION PROGRAM

RECRUITMENT REPORT

A Suggested Format for Contract Positions

Completed by: _____

Department: _____

1. Position title: _____
   (Attach copy of job description)

2. Search committee (racial and sexual composition plus names of members) or person responsible for recruiting:

_____

_____

_____

3. Date of notifying the Personnel Office: _____

4. Date of contract offer: _____

5. Summary of advertising (list names):

   Local media:

   National publications:

   Women's publications:

   Minority publications:

   Professional journals or newsletters:

   Other:

6. Professional caucuses, institutions or other organizations consulted:

7. Applicant summary - total numbers:

	Applications Received	Interviewed	Job Offers
Women			
Minority			
Unknown			
Nonminority			
Men			
Minority			
Unknown			
Nonminority			

8. If a woman or a minority candidate is not being recommended for hiring, please explain:

9. Please attach any additional comments or documentation that would be useful.

10. Detailed Applicant Information - A suggested Format for Contract Positions

	Name & Institution of Applicant	Date Applied	Recruitment Source: Ad	Recruitment Source: Personal Referral	Recruitment Source: Organization	Interviewed? (If yes, show date. If no, describe any other action taken)
WOMEN Minority						
Nonminority						
MEN Minority						
Nonminority						

OHIO UNIVERSITY POLICY & PROCEDURE — APPENDIX VI

SUBJECT	PROCEDURE NO.	PAGE NO.
EQUAL EMPLOYMENT OPPORTUNITY	40.003	1 of 1
	DATE ISSUED: 9/15/69	DATE EFFECTIVE: 9/15/69
	ISSUED BY: W. Wilson	APPROVED BY: W. C. Culp

Purpose: To provide a uniform policy on equal opportunity in all areas of the employer-employee relationship at Ohio University.

Policy: It is the policy of Ohio University that there will be no discrimination because of race, color, religion, sex or national origin in all areas of the employer-employee relationship, including employment, transfer, promotion, wages, working conditions and termination. Nor, will there be discrimination in the employer-employee relationship with respect to individuals who are at least 40 but less than 65 years of age.

There will be no discrimination in employment because of a past history of illness or because of prior convictions in a court of law, unless such situations indicate that an individual may not be physically, mentally or morally qualified for a specific position.

Further, it is the employment policy of Ohio University to make every effort to hire the best employee for the job to be done. In all areas of the employer-employee relationship, the qualifications of the individual are of paramount consideration. It is also the intent of the University to conduct an affirmative program of seeking out minority group applicants to fill job vacancies, within the geographical limitations of the employment area and without discrimination against the majority group.

This policy is to be publicly posted at the University and all University personnel engaged in recruitment and employment will be guided by this policy.

All advertisements, publications and written inquiries in matters of recruitment and employment will contain the statement: "An Equal Opportunity Employer."

APPENDIX VII

SUMMARY OF EMPLOYMENT GOALS

A. The Process of Establishing Goals

During the summer of 1972, President Sowle charged the Senior Administrators with the development of numerical employment goals and timetables for the University. The goals-setting process, coordinated by Equal Opportunity Programs, began in August and continued through February. It included not only the actual measures involved in establishing goals, but also an educational program featuring an affirmative action workshop.

An important early step was the appointment of goals coordinators. Each vice president appointed one person—generally that administrative division's representative to the Affirmative Action Council—to work with department heads and other personnel in their efforts to survey and make predictions about their work forces.

Within each major division, the goals-setting process began on the departmental or college level. Because of the small size of many departments, the basic goal-setting unit often was a group of several—rather than only one—departments. No matter what the unit, however, the participation of all persons generally involved in the recruitment and hiring process was encouraged.

Suggested guidelines for establishing goals were developed by Equal Opportunity Programs and the goals coordinators. The coordinators distributed and explained these suggestions, but they emphasized that goals could best be determined by those who actually would be doing the recruitment and hiring.

The basic steps in determining goals were:

1. Conducting personnel inventories by categories and administrative units;
2. Measuring the availability of women and minority group members qualified for job categories;
3. Comparing the internal work force with the external availability of qualified potential employees in order to identify categories in which women and minority group members were "underutilized;"
4. Projecting internal work force turnover, contraction or expansion;
5. Establishing employment goals which would overcome underutilization and which could be reached as quickly as possible through rigorous affirmative actions efforts.

When the goals had been completed by each unit, they were collected by the goals coordinators. Equal Opportunity Programs then prepared summaries of University-wide goals, and these were reviewed by the Senior Administrators, the Affirmative Action Council and the Black Caucus. After those groups had agreed to several modifications of the goals totals, the summaries were granted final approval by the President.

B. Difficulties

In the midst of the process of establishing goals, the University experienced a significant enrollment decrease, two budget cuts, and a major administrative reorganization. These events and related uncertainty about the University's situation made it difficult for unit heads to predict with confidence the size of their future work forces. Because of this, the goals coordinators agreed that the goals should be short-term. They felt that timetables which extended further into the future than one or two years could not be based on realistic employment projections.

Another consideration for using short-term timetables was that external availability rates could change quickly. Long-term plans based on current availability rates did not seem realistic, since the availability of women and members of minority groups will be expanded each year if national affirmative action efforts in higher education are successful. Therefore, instead of developing five-year goals as was originally planned, the coordinators agreed that each unit would prepare a two-year plan with the understanding that further goals will be established no later than the winter of 1974-75.

Although they were planning for only two years, unit heads found that projecting future employment levels still was difficult. It should be noted that the completed goals often show employment levels which drop next year but rise again in 1974-75. Some administrators believe that this projected 1974-75 increase is based on a too optimistic view of the future. If, instead of an employment increase, the University experiences a continued decrease, both specific goals and total projections may have to be adjusted.

Not only did persons developing goals find it difficult to project their own employment levels, but also they often found it to be even more difficult to measure the external availability of women and minorities in various occupational categories. Many departments relied largely upon the college enrollment figures and records of degrees granted in recent years which were distributed by Equal Opportunity Programs. Others were able to find detailed surveys through testing services, caucuses, or professional organizations within their respective fields. Some conducted their own surveys for those jobs for which recruitment would tend to be local, and some were able to use data from the Census Bureau and the Ohio Department of Employment Services. Unfortunately, some departments were not able to gather data in which they have complete confidence.

C. Employment Categories

In summarizing goals it was necessary to insure that each unit categorized employees in the same way. Faculty already were divided into ranks and

Civil Service personnel were organized according to a formalized classification system, but administrators and other contract personnel were not classified or ranked in any way, and it was difficult to group them.

The goals coordinators agreed to summarize contract personnel according to these categories:

"Officials and Managers" and "Deans and Administrators," both of which include positions held by administrative personnel who develop and execute policy or who supervise major budget divisions. Among those positions are vice presidents, deans, major budget heads, directors of major units and associate deans.

"Chairmen and Directors," which includes the heads of teaching departments.

"Administrative Staff," which includes administrative personnel reporting to officials, deans or academic department heads or directors. Among those positions are assistant deans, administrative assistants, "assistant to's, and coordinators.

"Other Professionals," which includes positions requiring either college degrees or experience of such kind and amount as to provide a comparable background. Among those are accountants, pilots, architects, artists, dietitians, editors, engineers, lawyers, librarians, nurses, physicians, psychologists and systems analysts.

On the goals summaries, classified personnel are listed under two headings. The category "Office and Clerical" includes all clerical jobs, regardless of the level of the difficulty of the work. The positions listed under "Other Civil Service" include:

"Craftsmen," which are positions held by skilled manual workers who have specialized training and who exercise independent judgment.

"Operatives," which are positions held by semi-skilled manual workers who operate machines or equipment or who perform other duties which can be mastered in a few weeks and which require limited training.

"Laborers," which are positions held by unskilled workers performing manual duties which generally require little or no special training.

"Service Workers," which are positions such as policemen, waiters, cleaners, janitors, cooks and nurses aides.

D. Student Employment Goals

"Student employees" includes all graduate and undergraduate hourly student employees with the exception of participants in the Work-Study Program.

Although goals for student employment levels were developed at the same time as were other employment goals, they are summarized separately. The goals for students were particularly difficult to establish for several reasons. One problem was that the total number of student employees varies quickly. Not only does the level of temporary employees change from week to week, but also the turnover rate among the semi-permanent student workers is extremely high. Because of the mercurial nature of the student employment force, the figures presented as 1972-73 levels actually represent only those students employed during November and early December when units were completing their goals forms. They do not take into account students who worked at other times during the same year.

Future projections are quite tentative. Because the unit goals were developed before the full extent of budget reductions was known, they tend to be optimistic and, therefore, high. It is likely that the level of student employment in 1973-74 and 1974-75 will be lower than predicted by the goals summaries.

E. Goals Summaries

There are three parts to the goals summaries. The first part presents the total goals and projected employment levels for all faculty departments, as well as other units in the divisions of Regional Higher Education and the Executive Vice President and Dean of Faculties.

When the initial totals were compiled, the summarized unit goals were not high enough to substantially do away with "under-utilization" of women and members of minority groups in several categories. In particular, the "Chairmen and Directors" and "Deans and Administrators" categories had low goals. It appears that in completing their goals forms, almost all unit heads had predicted their own continued employment. Therefore, little turnover had been projected for this level. During the review process, the employment goals for those categories were adjusted upward. Goals also were raised within the faculty ranks, particularly at the assistant professor level.

The second part presents the goals for all other non-student employees. It summarizes the goals for Academic Services, Administrative Services, the Vice President and Treasurer, the Vice President for University Relations, and the President. As with Part I, the "Officials and Managers" category had goals which were quite low when originally reported and which subsequently were adjusted upward.

The third part presents goals for student employment. In all three parts, both percentage and numerical goals are shown. If future employment levels are lower than were predicted by employment heads, numerical goals will be adjusted downward, but percentage goals will be maintained at the level shown.

It must be emphasized that the two-year range for all the goals does not represent only a short-term commitment. The University is establishing these goals as immediate targets. They represent the employment levels which could be reached by rigorous affirmative action efforts for two years, and which would bring us substantially into parity with the levels of minority group and female employment in the external work force. When these have been reached, the availability of the groups probably will be greater and new and higher goals will be established for at least several categories.

SUMMARY OF EMPLOYMENT GOALS

PART I: Executive Vice President and Dean of Faculties, And Regional Higher Education

EMPLOYMENT CATEGORY	Employed 1972-73						Goals for 1973-74						Goals for 1974-75					
	All Women		Minorities*		Total**		All Women		Minorities*		Total**		All Women		Minorities*		Total**	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Part-time Instructors	99	34	12	4	288	100	78	29	20	8	265	100	86	32	28	10	272	100
Instructors	53	35	13	9	153	100	48	35	18	13	139	100	51	40	25	19	129	100
Lecturers	5	21	2	8	24	100	4	25	2	13	16	100	4	25	2	13	16	100
Assistant Professors	52	17	7	2	308	100	62	20	25	8	305	100	79	25	30	10	313	100
Associate Professors	19	9	7	3	213	100	24	11	12	6	217	100	35	15	15	6	233	100
Full Professors	2	1	2	1	160	100	4	2	6	4	168	100	10	6	8	4	179	100
Chairmen & Directors	3	6	0	0	54	100	4	8	2	4	53	100	6	12	5	10	52	100
Deans & Administrators	5	7	3	4	75	100	8	17	3	7	46	100	9	20	4	9	46	100
Clerical/Other Civil Service	205	70	10	3.4	292	100	219	83	17	6	264	100	209	77	26	10	272	100
Administrative Staff	27	33	6	7	82	100	29	41	8	11	71	100	29	40	13	18	73	100
Other Professionals	26	28	2	2	92	100	21	24	4	4	89	100	29	32	9	10	91	100
Total	496	28	64	4	1741	100	501	31	117	7	1633	100	547	33	165	10	1676	100

* Minorities - All male and female Black/Afro-Americans, American Indians, Spanish-surnamed Americans and Americans of Oriental descent.

**Total - Total number employees, including minority and others.

PART II: Academic Services, Administrative Services, President, and Vice President and Treasurer

EMPLOYMENT CATEGORY	Employed 1972-73						Goals for 1973-74						Goals for 1974-75					
	All Women		Minorities*		Total**		All Women		Minorities*		Total**		All Women		Minorities*		Total**	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Officials and Managers	5	8	1	2	64	100	9	15	3	5	62	100	12	20	6	10	59	100
Administrative Staff	23	18	5	4	131	100	30	24	9	7	125	100	38	30	11	9	125	100
Other Professionals	57	51	3	3	112	100	58	53	7	6	110	100	60	54	11	10	112	100
Technicians	58	37	6	4	159	100	58	37	8	5	157	100	58	38	11	7	154	100
Office and Clerical	300	97	5	2	310	100	252	82	20	6	307	100	291	95	25	8	306	100
Other Civil Service	346	38	26	3	923	100	354	39	34	4	907	100	362	40	39	4	907	100
Part-time Contract Staff	13	93	1	7	14	100	12	86	1	7	14	100	14	93	1	7	15	100
Total	802	47	47	3	1713	100	773	46	82	5	1682	100	835	50	104	6	1678	100

PART III: Student Employment Goals

DIVISIONS	All Women		Minorities*		Total**		All Women		Minorities*		Total**		All Women		Minorities*		Total**	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Executive Vice President and Dean of Faculties, Regional Higher Education	240	51	26	5	473	100	252	58	50	11	438	100	256	56	70	15	455	100
Academic Services, Administrative Services, President, Vice President and Treasurer	527	42	64	5	1269	100	504	40	109	9	1258	100	544	43	110	8	1254	100
Total	767	44	90	5	1742	100	756	45	159	9	1696	100	800	47	180	11	1709	100

* Minorities - All male and female Black/Afro-Americans, American Indians, Spanish-surnamed Americans and Americans of Oriental descent.

** Total - Total number employees, including minority and others.

% - Percent of total.

APPENDIX VIII

Plan Revisions

Please update your Plan by attaching revisions here: